

**CITY OF LONG BEACH  
CITY COUNCIL SUPPLEMENTAL  
AGENDA**

**TUESDAY, OCTOBER 17, 2006  
COUNCIL CHAMBER, 5:00 PM**



Bonnie Lowenthal, Vice Mayor, 1st District  
Suja Lowenthal, 2nd District  
Gary DeLong, 3rd District  
Patrick O'Donnell, 4th District

Gerrie Schipske, 5th District  
Laura Richardson, 6th District  
Tonia Reyes Uranga, 7th District  
Rae Gabelich, 8th District  
Val Lerch, 9th District

Gerald R. Miller, City Manager  
Larry G. Herrera, City Clerk

Bob Foster, Mayor

Robert E. Shannon, City Attorney

**CITY COUNCIL SUPPLEMENTAL AGENDA  
FOR MEETING OF OCTOBER 17, 2006**

This Supplemental Agenda contains corrections and additions, which were posted more than 72 hours in advance of the above meeting date.

**REGULAR AGENDA**

**DEPARTMENTAL COMMUNICATIONS:**

25. 06-1075

**REQUEST:**

Councilmember Patrick O'Donnell, Fourth District, requests distribution of revised staff report. Recommended action remain the same.

Recommendation to request City Manager to work with the Long Beach Police Department to conduct an internal audit/review of staff positions and assignments, ensuring the City Council directive that the number of sworn officers assigned to proactive crime-fighting positions is maximized.

**Office or Department:** COUNCILMEMBER PATRICK O'DONNELL,  
FOURTH DISTRICT

**Suggested Action:** Approve recommendation.

26. 06-0754

**REQUEST:**

Councilwoman Gerrie Schipske, Fifth District, requests that agenda title for Item 26 be revised to read as follows, and that the staff report be distributed for the City Council meeting of October 17, 2006.

Recommendation that the City Council concur in the recommendation of the Personnel and Civil Service Committee to request the City Manager to prepare a comprehensive review of the City's recruitment and retention strategy including tuition reimbursement, health benefits for permanent part-time employees, unused sick time to purchase post-employment health insurance, attendance records, and the possibility of extending the mortgage assistance program that's currently offered to police officers, to all City employees.

**Office or Department:** COUNCILWOMAN GERRIE SCHIPSKE, FIFTH DISTRICT, CHAIR; PERSONNEL AND CIVIL SERVICE COMMITTEE

**Suggested Action:** Approve recommendation.

**SUPPLEMENTAL AGENDA (ADDITIONS)**

33. 06-1084

Recommendation to approve Certificates of Recognition presented to International City Theater - 21st Anniversary Celebration, Encore 2006 Crystal Arts and Humanitarian Award Recipients: Long Beach Harbor Commissioners James C. Hankla, President; Mario Cordero, Vice President; John W. Hancock, Secretary; Dr. Mike Walter, Assitant Secretary; and Doris Topsy-Elvord, Commissioner.

**Office or Department:** LEGISLATIVE

**Suggested Action:** Approve recommendation.

34. 06-1085

Recommendation to receive and file report on reorganization meeting of Southern California Regional Airport Authority (SCRAA).

**Office or Department:** COUNCILWOMAN RAE GABELICH, EIGHTH DISTRICT

**Suggested Action:** Approve recommendation.

adb






**City of Long Beach**  
*Working Together to Serve*

Memorandum  
Councilmember  
Patrick O'Donnell  
4<sup>th</sup> District

**R-25**

**Date:** October 17, 2006

**To:** Honorable Mayor and Members of the City Council

**From:** Councilmember Patrick O'Donnell, Fourth District 

**Subject:** Long Beach Police Department Staffing

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The Long Beach Police Department is comprised of 1,000 budgeted sworn police positions, and hundreds of civilian support staff at facilities throughout the city. The men and women of the Long Beach Police Department, both civilian and sworn, strive to achieve a high level of service for the residents of Long Beach and are true professionals. On a periodic basis, and as a best practice, the department should review its staffing allocations to ensure sworn personnel are assigned to positions consistent with their training, classification, and compensation. Our city should strive to ensure, as much as possible, that our police officers are assigned to the streets and proactive crime-fighting positions.

**Recommended Action:**

Request City Manager to work with the Long Beach Police Department to conduct an internal audit/review of staff positions and assignments, ensuring the Council directive that the number of sworn officers assigned to proactive crime-fighting positions is maximized.



**Date:** October 17, 2006  
**To:** Honorable Mayor and City Council  
**From:** Councilwoman Gerrie Schipske, Chair, Personnel and Civil Service Committee

**Subject:** **Recommendation that the City Council concur in the recommendation of the Personnel and Civil Service Committee to request the City Manager to prepare a comprehensive review of the City's recruitment and retention strategy including tuition reimbursement, health benefits for permanent part-time employees, unused sick time to purchase post-employment health insurance, attendance records, and the possibility of extending the mortgage assistance program that's currently offered to police officers, to all City employees.**

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The Personnel and Civil Service Committee, at its meeting held October 10, 2006, deliberated on various compensation topics that led to the above recommendation.

Furthermore, the comprehensive review should include input and participation from employees and representatives from each Bargaining Unit.

**SUGGESTED ACTION:**

Approve recommendation.

Respectfully submitted,

PERSONNEL AND CIVIL SERVICE COMMITTEE

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Councilwoman Gerrie Schipske, Chair

Prepared by:  
Gloria Harper





06-0754

Memorandum

**R-22**

**Date:** August 15, 2006

**To:** Honorable Mayor and Members of the City Council

**From:** Councilwoman Gerrie Schipske, Fifth District *G.S./J.J.*  
Councilmember Tonia Reyes Uranga, Seventh District *[Signature]*  
Councilmember Rae Gabelich, Eighth District *R.G.*

**Subject:** **AGENDA ITEM: Request the Personnel and Civil Service Committee to identify means to improve recruitment and retention of City employees**

In September 2002, the Mayor and City Council directed the City Staff to eliminate a projected structural deficit of approximately \$102 million in the City's General Fund. The City's commitment to austerity has rewarded us with the elimination of the structural deficit and a balanced budget. This is a significant accomplishment that has drawn praise from throughout the nation.

Employees were asked to be a significant part of the solution by taking on increased workloads and making contributions to the cost of their benefits. The sacrifices that all our employees endure have opened the door for other cities to effectively recruit veteran public safety officers and experienced city staff from Long Beach. The City should also evaluate the issue of long-term permanent part-time employees who do not have access to group insurance benefits.

We would like to request that the Personnel and Civil Service Committee meet to consider the viability of the following employee programs:

- Tuition and Special Training Reimbursement
- Health Benefits for Permanent Part-Time Employees
- Unused Sick Time to purchase post-employment insurance

While we must remain vigilant and refrain from spending beyond our means, we feel that the City must continually seek ways to remain competitive by offering reasonable compensation and benefits. These modest employee benefits may improve employee morale and enhance the City's ability to attract and retain the best talent available.

**Recommendation:** **Request the Personnel and Civil Service Committee to meet with City Management to review and make recommendations on employee benefits programs.**



FY 08 will present a budgetary challenge due to a new debt burden associated with paying for the marina rebuild projects that started in 2005. Given the sizable investment in our marinas, an internal optimization study of its operations is proposed for FY 07. The Tidelands Fund is also projected to have to contribute to the City's Aquarium Bond payments, which are also supported by the Aquarium's net revenue and Downtown Redevelopment Area transient occupancy taxes.

#### Gas Fund

The Gas Fund supports the fifth largest municipally owned natural gas utility in the country, and is one of only four in the state. Long Beach Gas and Oil continues to provide safe and reliable natural gas services to residents and businesses of Long Beach and Signal Hill. The historically warm winter of 2005-2006 accelerated the City's reevaluation of the level of the Gas Fund's charter-enabled support of the General Fund, as the Gas Fund's revenue dipped due to lower than usual customer usage. In response to this situation and in consultation with credit agencies, beginning in FY 07 a more strictly defined multi-year fund balance and transfer policy has been developed to govern the use of Gas Fund resources going forward.

The policy states that transfers from the Gas Fund to the General Fund will be made in a manner that provides a minimum balance of \$5 million in the Gas Fund. The City has begun to take deliberate steps toward achieving this policy objective, with a projected ending fund balance of \$4.5 million for the Gas Fund in FY 07 (up from a the \$2.1 million projected ending fund balance in FY 06.)

A key one-time resource that is anticipated in FY 07, but has not been included in the FY 07 Proposed Budget due to a pending court decision, is the money due the City from Sempra Energy to settle a lawsuit resulting from the 2001 energy crisis. Should this settlement be finalized, approximately \$6 million will be made available in the Gas Fund.

#### **V. Optimization and Performance Management: Continuous Improvement to Enhance Results for the Community**

As the City continues to move forward with firmer fiscal footing and we begin to make short and long-term investments in our neighborhoods, it is critical that we maintain our commitment to both continuous service improvement and an ongoing performance-based evaluation of our programs and services. Such a willingness and ability to look inward at how efficiently we provide services, and outward to ensure we are allocating resources effectively to match the community's priorities, will be guiding forces for the continued stabilization and rebirth of the City for the community. While both of these strategies have been much discussed over the past three years, I wanted to share some thoughts about both optimization and performance management as they relate to the FY 07 Proposed Budget.

#### Optimization

Since formulating the Financial Strategic Plan, the City has embarked on a series of efforts to reduce costs, improve service—and in some cases increase revenue—by identifying and adopting more efficient and effective ways to provide services. These "optimization" efforts begin with a team of employees who scrutinize existing business practices, identify potential areas of improvement and recommend ways to create business process improvements. Sometimes, these employees work with an outside expert who has expertise and knowledge of "best practice" approaches used by private and public sector agencies.



As a result of these optimization studies, the City has improved the quality of many services while reducing costs. Highlights from recent efforts include:

- Code Enforcement - This study identified new ways to deploy code enforcement inspectors. This redeployment has improved overall response times, reduced inspection backlogs and substantially increased compliance while generating ongoing savings by eliminating service overlaps, streamlining processes and providing opportunities to better recover the cost of inspection services.
- Fire Services - This study made dozens of recommendations, among them was bringing the Basic Life Support ambulance program back into the Fire Department, rather than continuing to contract-out to a private firm. In just one year, this move has improved care for Long Beach residents needing ambulance transport, strengthened the diverse and qualified candidate pool for fire fighters and improved cost recovery of our emergency medical services program.
- Citywide Fee Study - This study compared hundreds of City of Long Beach fees to those charged by other cities. After calculating the actual cost of providing hundreds of services, it was revealed that Long Beach charged well below the full cost of providing the service. Over the past few years, and going forward, the City has made an effort to increase its fees in order to reduce subsidies.
- Workers' Compensation - This study identified, and the City has implemented, numerous strategies to improve communication and medical care for injured workers. These service improvements saved over \$2 million a year citywide (\$1.3 million in the General Fund) while improving care for City employees. Savings are anticipated to grow in coming years as the improvement efforts are fully implemented.

Other optimization efforts underway include studies of towing services, reprographics, ambulance billing, crossing guard operations, technology services and custodial operations. For FY 07, I am proposing several new internal and external optimization efforts. Recommended studies include: Going Green - Alternative Energy Solutions; General Billing and Collections; Workforce Hiring and Retention; and Citywide Citizen Request Management (311 non-emergency response system). Other areas staff will focus attention on include: Financing Health and Human Services; Senior Services; Marina Operations; and, Graffiti Abatement.

In addition to the short-term cost savings and service improvements, these optimization studies have a profound impact on the way the City does business, ringing in a new era of more efficient, accountable and transparent government—performance management.

#### Performance Management

Focus On Results (FOR) Long Beach is a comprehensive performance-based management approach aimed at managing resources more efficiently and in a more transparent manner. Quite simply, it enables us to answer the question: What is the public getting for its money?

Importantly, FOR Long Beach does not merely quantify the costs of City services. It tells us what *results* we get for our investment. For example, under the old way of doing business, the City may have said: "We will spend \$635,040 on the Nature Center in the Department of Parks, Recreation and Marine." With FOR Long Beach, the City can pinpoint its actual performance: "Within the Environmental Stewardship Program, we will invest \$635,040 to support 126,000 visitors to the Nature Center, with 95 percent of those visitors identifying they had a positive experience."



October 17, 2006

**CERTIFICATES OF RECOGNITION  
FOR RECIPIENTS OF THE  
INTERNATIONAL CITY THEATER – 21ST ANNIVERSARY CELEBRATION  
ENCORE 2006 CRYSTAL ARTS AND HUMANITARIAN AWARDS**

**The certificates are being prepared by the Mayor's staff and  
will be available on-line when completed.**



**NB-34**

**Date:** October 17, 2006

**To:** Honorable Mayor and Members of the City Council

**From:** Councilwoman Rae Gabelich, Eighth District *RGH*

**Subject:** AGENDA ITEM: Report on meeting of Southern California Regional Airport Authority (SCRAA)

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On Thursday, October 12, I attended the reorganization meeting of the Southern California Regional Airport Authority (SCRAA). Long Beach Airport Manager Chris Kunze also attended the meeting on behalf of the City.

SCRAA is a joint powers authority established in 1985 by state legislation. It has been inactive since 2003, in part due to concerns about its effectiveness. The current board of SCRAA consists of a representative from Los Angeles County, Orange County, San Bernardino County, Riverside County and the City of Los Angeles. Other impacted local government entities such as Long Beach, at this point, are only eligible to have one associate non-voting member. Supervisor Don Knabe serves as the authority's chairperson.

The reactivation of SCRAA was initiated to look at regionalization efforts for handling the air traffic demands of Southern California.

Further complicating the reorganization of SCRAA, is that for the ten commercial airports serving Southern California, there are eight different operating owners, including cities, counties and separate airport authorities. Getting everyone to agree will certainly be a challenge, but the stakeholders believe it is an important goal to achieve.

Concerns were raised at the meeting about the importance of involving all stakeholders in these decisions, and retaining local control for local airport operations.

Due to the potential serious implications for the City of Long Beach and its neighborhoods impacted by the Long Beach Airport, I believe it is important to report to the Council and the public the outcomes of the first reactivated meeting of SCRAA.

**Suggested Action:**

**Receive and file report on reorganization meeting of Southern California Regional Airport Authority (SCRAA).**